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ABSTRACT

In order to diversify its economy and raise the economic level of its people, South Carolina concluded that a possible solution might be to provide pretrained people for the work force of any industry that located in the State or for any expanding industry within the State. In 1961, Technical Education Committee (TEC) Centers were created and since that time, with the help of Federal funds, the program has trained approximately 500,000 South Carolinians. Sixteen TEC Centers and special schools provide training leading to a diploma, certificate, or associate degree, offering occupationally-oriented programs that match individual and community needs. The paper traces the procedures and ramifications involved in attracting and developing new industry in the State, determining the type of training needed, developing and equipping training facilities, and planning a curriculum. Recruiting trainees for the program, screening applicants, teacher training, and the maintenance of a manpower supply for industry are problems dealt with in discussing this State-wide approach to manpower development. (MW)

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TECHNICAL EDUCATION'S SUPPORT OF NEW AND EXPANDING INDUSTRY

A paper presented to the American Vocational Association, Technical Education Division, at the National Convention in Atlanta, Georgia, Saturday, December 1, 1973 by

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TECHNICAL EDUCATION'S SUPPORT OF NEW AND EXPANDING INDUSTRY

IT GIVES ME A GREAT DEAL OF PLEASURE TO BE HERE TODAY TO TALK TO YOU FOR A FEW MINUTES ABOUT SOMETHING THAT I FIRMLY BELIEVE HAS BROUGHT MY HOME STATE OF SOUTH CAROLINA FROM POTENTIAL OBSCURITY TO A PROMINENT PLACE IN THE UNITED STATES.

I REALIZE THAT AT THIS TIME ON SATURDAY AFTERNOON IN ATLANTA, GEORGIA MIGHT NOT BE THE BEST TIME FOR THIS TYPE DISCUSSION BUT SINCE WE ARE HERE TOGETHER, WE CAN MAKE THE BEST OF IT. I'M SURE MOST OF YOU ARE THINKING ABOUT WHAT'S GOING ON IN ATLANTA TONIGHT AND I ASSURE YOU THAT A LOT DOES GO ON IN ATLANTA ON ANY NIGHT AND ESPECIALLY ON SATURDAY NIGHT. WE ARE NOT TOO FAR FROM ATLANTA AND I ALWAYS WELCOME THE OPPORTUNITY FOR A VISIT, ESPECIALLY TO BE ABLE TO SUPPORT SOME OF THE FINE EATING PLACES THROUGHOUT THE CITY.

IN 1961, THE SEEDS OF WHAT HAS BECOME THE NATIONALLY ACCLAIMED TEC SYSTEM WERE GERMINATED IN A LEGISLATIVE COMMITTEE FORMED BY GOV. HOLLINGS INCLUDING SENATOR WEST AND REP. MCNAIR, BOTH SINCE GOVERNORS OF SOUTH CAROLINA, TO STUDY THE ECONOMY OF SOUTH CAROLINA. THE FUTURE FOR SOUTH CAROLINA WAS NOT BRIGHT AS MANY YOUNG PEOPLE WERE LEAVING THE STATE TO FIND JOBS IN THE MORE INDUSTRIALIZED STATES OF THE NORTH AND MIDWEST.

AT THAT TIME, THE STATE'S ECONOMY WAS BASED ON AGRICULTURE AND TEXTILES. AGRICULTURE WAS BECOMING MORE AUTOMATED AND THE SMALLER FARMS WERE DISAPPEARING, LEAVING MANY PEOPLE WITHOUT JOBS OR TRAINING IN ANY FIELDS BESIDES FARMING. TEXTILES WERE PLAGUED BY FOREIGN IMPORTS. THE STUDY COMMITTEE ANALYZED THESE PROBLEMS AND DETERMINED THAT THE STATE MUST DIVERSIFY ITS ECONOMY TO RAISE THE ECONOMIC LEVEL OF ITS PEOPLE.

IN STUDYING THE STATE'S RESOURCES, IT WAS SEEN THAT THE ONLY REAL ADVANTAGE OVER OTHER STATES WAS PEOPLE...PEOPLE WHO WERE WILLING TO WORK. THEREFORE, THE COMMITTEE CHAIRED BY THEN SENATOR JOHN C. WEST, WHO IS NOW GOVERNOR OF SOUTH CAROLINA, DECIDED TO OFFER THAT RESOURCE IN AN IMMEDIATELY USABLE FORM TO THE INDUSTRIES OF

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THE NATION: TO PROVIDE PRE-TRAINED PEOPLE FOR THE WORK FORCE OF ANY INDUSTRY THAT LOCATED IN THE STATE OR FOR ANY EXPANDING INDUSTRY WITHIN THE STATE. THE CITIZENS OF THE STATE WOULD ACHIEVE A HIGHER STANDARD OF LIVING BY HAVING BETTER JOBS WHILE THE STATE WOULD REAP THE BENEFITS OF INCREASED REVENUES WHICH NEW INDUSTRY WOULD BRING.

THUS, THE ADVISORY COMMITTEE FOR TECHNICAL TRAINING WAS CREATED MAY, 1961, TO PROVIDE THIS TRAINING. FUNDS WERE APPROPRIATED BY THE GENERAL ASSEMBLY AND ONE BOARD MEMBER FROM EACH CONGRESSIONAL DISTRICT WAS APPOINTED BY GOVERNOR ERNEST F. HOLLINGS. CHAIRMAN OF THE NEWLY-CONSTRUCTED COMMITTEE WAS O. STANLEY SMITH, JR. A. WADE MARTIN, WHOM I'M SURE SOME OF YOU REMEMBER, WELL KNOWN FOR HIS EXPERIENCE IN OCCUPATIONAL TRAINING, WAS EMPLOYED AS THE DIRECTOR OF THE ORGANIZATION.

TEC QUICKLY BEGAN THE PROCESS OF TRAINING PEOPLE FOR THE BUSINESS AND INDUSTRIAL COMMUNITY. THE INDIVIDUAL LEARNED NEW SKILLS AND ACHIEVED A MORE PRODUCTIVE AND REWARDING CAREER. THE BUSINESS WAS IN OPERATION SOONER, RESULTING IN FASTER PRODUCTIVITY WHICH IS THE BASE OF THE ECONOMY.

INCREASED PRODUCTIVITY BECAME THE STIMULUS FOR A GROWING ECONOMY IN SOUTH CAROLINA. AS TODAY, IT PROVIDED GROWTH IN THE SOCIAL, EDUCATIONAL AND CULTURAL AREAS AND ULTIMATELY RAISED THE STANDARD OF LIVING FOR MANY SOUTH CAROLINIANS.

TECHNICAL EDUCATION IS BASICALLY COMPRISED OF TWO PRINCIPAL ACTIVITIES: THE TEC CENTERS WHICH ARE LOCATED THROUGHOUT THE STATE AND THE SPECIAL SCHOOLS.

THE TEC CENTERS WERE DESIGNED TO PROVIDE TRAINING LEADING TO A DIPLOMA, CERTIFICATE OR ASSOCIATE DEGREE. THESE OCCUPATIONALLY-ORIENTED PROGRAMS WERE MATCHED TO INDIVIDUALS AND COMMUNITY NEEDS AND MADE AVAILABLE AT MINIMUM COST TO ANY CITIZEN WHO WISHED TO INCREASE HIS VALUE IN THE COMPETITIVE LABOR MARKET.

THE FIRST TEC CENTER ESTABLISHED WAS GREENVILLE TEC AND SINCE THAT TIME,

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THE PROGRAM HAS EXPANDED TO SIXTEEN TEC CENTERS AND ONE MANPOWER CENTER. THIS STATEWIDE SYSTEM HAS TRAINED APPROXIMATELY 500,000 SOUTH CAROLINIANS IN CLASSES RANGING FROM G.E.D. SHORT-TERM EMPLOYMENT UPGRADING COURSES TO TWO-YEAR TECHNOLOGY COURSES.

BY 1963, THE FEDERALLY FUNDED MANPOWER DEVELOPMENT TRAINING PROGRAM CAME UNDER THE AUSPICES OF THE TEC ORGANIZATION AND OVER 31,500 PEOPLE IN THE STATE HAVE BENEFITTED FROM THIS PROGRAM. IN 1968, ANOTHER FEDERAL PROGRAM, THE CONCENTRATED EMPLOYMENT PROGRAM, FUNDED BY THE UNITED STATES DEPARTMENT OF LABOR, WAS ADDED. OVER 5,900 OF THE DISADVANTAGED CITIZENS OF THE STATE HAVE RECEIVED SPECIAL TRAINING AND HAVE BEEN ABLE TO ATTAIN A BETTER LIFE STYLE DUE TO THIS MULTI-FACETED APPROACH TO GETTING PEOPLE INTO THE JOB MARKET. WE ARE NOW INVOLVED HEAVILY IN THE COMPREHENSIVE MANPOWER PROGRAM CONCEPT AND TECHNICAL EDUCATION HAS BEEN ASSIGNED THE RESPONSIBILITY OF THE INSTRUCTIONAL TRAINING IN SOUTH CAROLINA. I DON'T BELIEVE ANY OF US KNOW YET WHAT THE FULL IMPACT OF CMP WILL HAVE ON US BUT WE ARE WORKING AS CLOSELY AS POSSIBLE WITH THESE PEOPLE.

THIS PAST YEAR, THROUGH AN ENACTMENT BY THE GENERAL ASSEMBLY, THE TEC LAW WAS REWRITTEN, THE COMMITTEE WAS RECONSTITUTED AS THE STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION AND GIVEN THE ADDED RESPONSIBILITY OF OPERATING ANY STATE-SUPPORTED TWO YEAR INSTITUTIONS WHICH MAY BE ESTABLISHED IN THE STATE. THIS ALSO ALLOWED THE FLEXIBILITY FOR SOME OF THE TEC CENTERS TO OFFER THE AA AND AS DEGREE IN THOSE AREAS OF THE STATE WHERE IT IS FEASIBLE AND NECESSARY.

ALSO, THIS PAST YEAR, TEC ADDED TWO FORMER PRIVATE JUNIOR COLLEGES TO ITS SYSTEM BY ACQUIRING PALMER COLLEGE IN CHARLESTON AND PALMER COLLEGE IN COLUMBIA. THESE TWO INSTITUTIONS WILL MERGE WITH ALREADY EXISTING TEC CENTERS IN THOSE TWO CITIES. IN FACT, IN COLUMBIA, THREE INSTITUTIONS, A PRIVATE JUNIOR COLLEGE, A TECHNICAL SCHOOL AND AN OCCUPATIONAL SCHOOL WILL MERGE INTO A SINGLE INSTITUTION WITH A MULTI-CAMPUS EFFECT. THIS, I BELIEVE, IS THE FIRST TIME IN THE UNITED STATES THAT A MERGER OF THIS TYPE HAS TAKEN PLACE AND BELIEVE YOU ME THERE ARE A LOT OF

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QUESTIONS THAT WE HAVE TO ANSWER IN MAKING THIS KIND OF TRANSITION.

I'VE TALKED A LITTLE ABOUT OUR SITUATION IN SOUTH CAROLINA AND NOW I WOULD LIKE TO GET INTO MORE DETAIL AS TO HOW WE SPECIFICALLY TRAIN FOR NEW AND EXPANDING INDUSTRY.

PRACTICALLY EVERY CORNER OF THE STATE AND EVERY ECONOMIC DIVISION IS BENEFITTING FROM THE INDUSTRIAL DIVISION OF TEC.

THIS PAST YEAR, SPECIAL SCHOOLS HAS TRAINED OVER 5000 SOUTH CAROLINIANS IN NEW JOBS SKILLS TO MEET THE DEMANDS OF THE NEW AND EXPANDING INDUSTRY IN THE PALMETTO STATE. OVER 1600 OF THE SPECIAL SCHOOLS GRADUATES WERE FOR THE TEXTILE INDUSTRIES. PROGRAMS WERE DESIGNED FOR OVER 75 COMPANIES WHOSE INTERESTS RANGED FROM METAL WORKING AND CHEMICALS TO ELECTRONICS.

WHEN A FIRM CONSIDERS A NEW PLANT LOCATION, THE MANAGEMENT EXAMINES SEVERAL ELEMENTS SUCH AS POWER COSTS, TRANSPORTATION, MARKET PROXIMITY, CLIMATE AND EDUCATIONAL AND CULTURAL OFFERINGS OF AN AREA. HOWEVER, ONE PRIME FACTOR IN THE DECISION TO MOVE IS USUALLY THE AVAILABILITY OF A LABOR FORCE AND PREFERABLY A SKILLED FORCE.

IN SOUTH CAROLINA, TEC HAS DEVELOPED A METHOD OF REDUCING AND IN SOME INSTANCES PREVENTING START-UP LOSSES, AND IT IS THE MAJOR RESPONSIBILITY OF SPECIAL SCHOOLS TO AID IN RECRUITING AND TRAINING PERSONNEL FOR NEW AND EXPANDING INDUSTRY. THIS IS ACCOMPLISHED BY TRAINING THE PEOPLE OF OUR STATE IN UPGRADING THEIR TECHNICAL AND INDUSTRIAL SKILLS IN ORDER TO PROVIDE EXISTING AND NEW INDUSTRY WITH TRAINED, COMPETENT, INITIAL MANPOWER.

THE INDUSTRIAL ENGINEERS OF TEC VISIT THE FACILITIES OF THE PARENT PLANT AND DO A COMPLETE ANALYSIS OF THE MANPOWER, TRAINING AND RECRUITMENT NEEDS OF THE INDUSTRY. THESE EXPERTS DRAW UP A MASTER PLAN WHICH CONTAINS STUDIES OF THE WORK FORCE

AVAILABILITY, SKILL REQUIREMENTS, WAGE RATES AND FRINGE BENEFITS FOR THE NEEDED JOB CLASSIFICATION. A LEAD-TIME SCHEDULE IS PREPARED WHICH PINPOINTS ALL RECRUITING, TESTING, SELECTING AND TRAINING ACCORDING TO THE PLANT'S SPECIFIC REQUIREMENTS. THE COMPREHENSIVE SCHEDULE PLANS EXACT TRAINING TIME FOR EACH SKILL LEVEL AND BY THE TIME THE INDUSTRY IS READY TO BEGIN WORK, THERE ARE QUALIFIED WORKERS.

NOW FOR A LOOK AT THE PARTICULAR PROCEDURE AND RAMIFICATIONS BEHIND A NEW INDUSTRY LOOKING INTO OUR STATE FOR LOCATING. A NEW PROSPECT MAY BECOME KNOWN THROUGH VARIOUS MEANS THROUGHOUT THE STATE. THE STATE DEVELOPMENT BOARD THAT WORKS CLOSELY WITH TEC ON A DAY-BY-DAY BASIS IS CONTINUALLY SEEKING INDUSTRY AND WILL NOTIFY US IMMEDIATELY UPON THE SLIGHTEST HINT OF A COMPANY INTERESTED IN THE POSSIBILITY OF LOCATING IN THE STATE. THE STATE CHAMBER OF COMMERCE OR A LOCAL CHAMBER OF COMMERCE MAY IMPLEMENT THE KNOWLEDGE OF A PROSPECT. PUBLIC UTILITIES OR TRANSPORTATION COMPANIES HAVE ALWAYS BEEN A MEANS OF COMMUNICATION WITH COMPANIES THAT ARE LOOKING FOR LOCATIONS FOR BUILDING NEW PLANTS OR EXPANDING THEIR OPERATIONS TO OTHER STATES. OTHER AREAS THAT ORIGINAL NOTIFICATIONS MIGHT BE FOUND ARE THROUGH FINANCIAL INSTITUTIONS, INDUSTRIAL REALTORS AND EVEN THROUGH MANAGEMENT CONSULTANTS. SOMETIMES THE STATE TEC OFFICE OR A TEC CENTER THROUGHOUT THE STATE IS CONTACTED BECAUSE THE INDUSTRY HAS HEARD OF WHAT WE ARE DOING FOR NEW INDUSTRY. AS YOU CAN SEE, A PROSPECT CAN BE CONTACTED THROUGH MANY MEANS AND ALL OF THESE MUST BE CAREFULLY ORIENTED TOWARD THE TOTAL CONCEPT OF BRINGING NEW INDUSTRIES INTO THE STATE.

I REMEMBER ON MANY OCCASIONS THE LATE A. WADE MARTIN CALLING JACK RILEY, WHO HAS HEADED THE INDUSTRIAL DIVISION FROM ITS INCEPTION, INTO HIS OFFICE TO LET HIM KNOW WHAT HE HAD PROMISED A NEW INDUSTRY THAT WAS LOOKING TOWARD MOVING INTO SOUTH CAROLINA. SOMETIMES THESE LOOKED LIKE INSURMOUNTABLE TASKS BUT SOMEHOW WITH HIS EXPERTISE AND KNOW-HOW, HE ALWAYS MANAGED TO PROVIDE WHATEVER HAD BEEN PROMISED.

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AFTER AN INDUSTRY HAS DEFINITELY MADE THE DECISION TO LOCATE IN SOUTH CAROLINA OR AN EXISTING PLANT IS GOING TO EXPAND, A PUBLIC ANNOUNCEMENT IS MADE. THIS IS USUALLY IN CONJUNCTION WITH THE DEVELOPMENT BOARD, THE GOVERNOR'S OFFICE AND THE LOCAL POLITICIANS IN THE PARTICULAR AREA. THIS CAN BE DONE ON EITHER A LOW KEY OR IT MIGHT BE HIGHLY PUBLICIZED WITH A BIG FORMAL ANNOUNCEMENT DINNER. THIS DEPENDS SOMEWHAT ON THE NATURE OF THE INDUSTRY, THE SIZE OF THE INDUSTRY AND THEIR WISHES TOWARD ANNOUNCEMENT.

THE INDUSTRIAL ENGINEERS WILL THEN VISIT THE PARENT PLANT TO LOOK INTO THE AREAS OF DEVELOPMENT OF A MANNING-TABLE JOB CLASSIFICATION. THIS IS VERY IMPORTANT TO WORK THIS OUT IN GREAT DETAIL SO AS TO KNOW EXACTLY WHAT WE HAVE TO DO. THE MANUFACTURING SYSTEMS HAVE TO BE STUDIED VERY CLOSELY AND SOMETIMES WE MIGHT EVEN SEND A PHOTOGRAPHER AND WRITER ALONG WITH THE ENGINEER. THIS LEADS INTO THE DEVELOPMENT OF THE TRAINING MANUALS FOR THE PARTICULAR COMPANY. WE HAVE PUBLISHED OVER 150 DIFFERENT TRAINING MANUALS OVER THE PAST YEAR. THE EQUIPMENT REQUIREMENTS MUST BE ANALYZED TO SEE WHAT INVOLVEMENT IS NEEDED ON OUR PART FOR THE TRAINING PROGRAM IN SECURING A SPECIAL KIND OF EQUIPMENT. WHAT SKILLS WILL THE WORKER HAVE TO HAVE? THESE MUST BE WORKED OUT IN GREAT DETAIL SO THAT PROPER PLANNING AND IMPLEMENTATION CAN TAKE PLACE.

A DETERMINATION OF WHAT TYPE TRAINING IS NECESSARY IN ORDER TO FACILITATE TH TRANSITION FROM A POTENTIAL EMPLOYEE TO A WORKER ON THE JOB. PRE-EMPLOYMENT TRAINING MIGHT BE THE BEST AND ONLY MEANS OF TRAINING THE INDIVIDUAL FOR THE JOB. THIS CERTAINLY WOULD BE DEPENDENT UPON THE SKILLS NECESSARY FOR THE JOB DESCRIPTION THIS PRE-EMPLOYMENT TRAINING COULD RANGE IN LENGTH AGAIN DEPENDENT UPON THE SKILLS THAT ARE NEEDED. SOME TYPE TRAINING MIGHT BE DONE IN AN ON-THE-JOB SITUATION WHERE THE PLANT IS EXPANDING AND NEED MORE PEOPLE TO REINFORCE THE PRESENT SUPPLY AGAINST WHAT IS NEEDED. THIS HAS TO BE COORDINATED VERY CLOSELY WITH THE INDUSTRY AND THE INDUSTRIAL ENGINEER ASSIGNED TO THE PARTICULAR PROJECT. ALSO A COMBINATION OF SOME PRE-EMPLOYMENT TRAINING AND A CONTINUATION WITH ON-THE-JOB TRAINING IS THE ONLY WAY

IN . . . A SKILLED WORKER MIGHT BE PRODUCED.

WHERE DO WE TRAIN? TRAINING WILL TAKE PLACE WHERE IT IS NEEDED. THIS IS BEST ACCOMPLISHED AT A LOCATION AS CLOSE TO THE INDUSTRY LOCATION AS POSSIBLE. WE DO THIS IN ORDER TO RECRUIT PEOPLE IN THE GENERAL VICINITY OF THE PLANT SO THAT EMPLOYMENT WILL BE CLOSE TO HOME FOR THE PEOPLE. THEY WILL REMAIN EMPLOYED IF THEY CAN WORK WHILE STILL LIVING AT HOME.

EACH TEC CENTER IS EQUIPPED WITH THE CAPABILITY OF SETTING UP A SPECIAL SCHOOL TRAINING PROGRAM AT ANY TIME. IN MOST CASES, STAND-BY AREA IS READILY AVAILABLE FOR THIS USE BECAUSE WHEN A COMPANY SETS THE WHEELS IN MOTION TO LOCATE IN SOUTH CAROLINA, WORK MUST BEGIN IMMEDIATELY TO SET UP THE TRAINING SITE.

SOMETIMES IT IS NECESSARY FOR US TO ACQUIRE A TEMPORARY FACILITY LOCATED SOMEWHERE CLOSE TO THE INDUSTRY SITE. THIS IS USUALLY DONE IN COOPERATION WITH THE LEGISLATIVE DELEGATION THAT IS IN THE COUNTY WHERE THE LOCATION IS TAKING PLACE. THIS HAS BEEN DONE MANY TIMES OVER THE YEARS AND MIGHT I ADD VERY SUCCESSFUL.

WE ALSO MIGHT USE FACILITIES AT THE PLANT SITE IN WHICH TO CONDUCT TRAINING PROGRAMS. THIS IS RELATIVELY EASY IF IT IS AN EXPANDING INDUSTRY BUT MORE DIFFICULT WITHIN THE TIME FRAME IF IT IS A NEW INDUSTRY.

THERE ARE ALSO MORE THAN 30 VOCATIONAL HIGH SCHOOLS THROUGHOUT THE STATE AND WHERE CONVENIENT THESE HAVE BEEN USED ON OCCASIONS. THESE ARE OPERATED BY THE STATE DEPARTMENT OF EDUCATION, BUT WE HAVE HAD GOOD RELATIONS WITH THEM SO THIS HAS BEEN OF VERY LITTLE PROBLEM.

IN ORDER TO SET UP A LOCATION FOR TRAINING, IT IS NECESSARY TO HAVE THE MANPOWER AND EQUIPMENT AVAILABLE TO IMPLEMENT A MOVE. WE MAINTAIN A STATE WAREHOUSE WITH SOME BASIC EQUIPMENT FOR TRAINING AND ALSO THE TRUCKS AND MEN THAT ARE NECESSARY TO MOVE THIS ABOUT IN THE STATE. WE KEEP A SUPPLY OF CLASSROOM EQUIPMENT INCLUDING LIGHTS, AIR CONDITIONERS, HEATERS, ETC. SO WHEN WE HAVE TO GO TO A TEMPORARY FACILITY

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WE CAN SET UP AN EDUCATIONAL ENVIRONMENT WITHIN A SHORT PERIOD OF TIME. IN FACT, THIS WAREHOUSE AND CREW CAN SET UP A TRAINING SITE ANYWHERE IN THE STATE WITHIN A MATTER OF A FEW DAYS, INCLUDING SUCH THINGS AS PAINTING, REWIRING, HEATING, DESKS, BLACKBOARDS, TRAINING EQUIPMENT, ETC. WE HAVE THE FLEXIBILITY TO MAKE A MOVE IN A HURRY AND I THINK THIS IS IMPORTANT WHEN TIME BECOMES CRITICAL. I BELIEVE YOU WOULD HAVE TO SAY THAT THIS CREW HAS DONE AS MUCH TO ENHANCE THE SPECIAL SCHOOLS DIVISION AS ANYONE. VERY IMPORTANT COMPONENT TO THE PROGRAM.

CURRICULUM DEVELOPMENT

AFTER THE INDUSTRIAL ENGINEER FROM THE STATE OFFICE IS ASSIGNED TO A PARTICULAR INDUSTRY TRAINING PROGRAM, HE FOLLOWS THIS UP UNTIL THE INDUSTRY IS WELL INTO OPERATION. HE BEGINS IMMEDIATELY UPON HIS VISIT TO THE PARENT COMPANY TO DEVELOP LESSON PLANS THAT WOULD BE NECESSARY TO COMPLETE THE TRAINING CYCLE. THESE ARE IN VERY MUCH DETAIL AS TO EVERY STEP TAKEN IN EACH SKILL THAT IS TO BE ACQUIRED. NEXT IS THE PRODUCING OF TRAINING MANUALS. WE WRITE OUR OWN MANUALS NECESSARY FOR THE TRAINING FOR THE PARTICULAR INDUSTRY. THE MANUAL IS DIRECTED AT THE COMPANY WITH ITS NAME ON THE COVER. THIS HAS MADE QUITE AN IMPRESSION WITH THE CORPORATE OFFICES REGARDLESS OF HOW LARGE THE COMPANY MIGHT BE.

I HAVE BROUGHT SEVERAL OF THESE MANUALS WITH ME SO THAT YOU MIGHT SEE HOW WE DO THIS PART OF THE PROJECT. THIS IS THE TEXT BOOK THAT THE STUDENT ACTUALLY USES AS HE IS GOING THROUGH THE PARTICULAR TRAINING PROGRAM. THE INFORMATION IN THIS MANUAL IS BROUGHT TOGETHER FROM MANY DIFFERENCE SOURCES AND I DON'T BELIEVE I WOULD HAVE TO GO INTO DETAIL ABOUT THIS. AFTER ALL, WE HAVE BEEN IN EDUCATION AND TRAINING FOR SOME TIME AND I THINK WE ALL KNOW HOW BOOKS AND MANUALS ARE WRITTEN. THIS, THOUGH, IS PART OF THE SUCCESS OF OUR PROGRAM.

TRAINING AIDS ARE ALSO DEVELOPED BY US. THE ENGINEER WILL GET AN IDEA AND THEN WORK WITH WHAT WE CALL THE EDUCATIONAL SUPPORT CENTER, IN ORDER TO PRODUCE THESE. WE HAVE THE CAPABILITIES IN THE SUPPORT CENTER FOR PHOTOGRAPHY, ART WORK, PRINTING,

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SLIDES, FILM, VIDIO TAPES, ETC. IT IS ESSENTIAL TO HAVE ALL OF THIS AVAILABLE AT A MOMENTS NOTICE BECAUSE SOMETIMES THE LEAD TIME DOES NOT GIVE US ENOUGH TIME TO OPERATE.

WHERE DOES THE EQUIPMENT COME FROM THAT IS NECESSARY TO OPERATE THE PROGRAM? SOMETIMES IT IS NECESSARY TO BORROW OR RENT CERTAIN PIECES OF EQUIPMENT THAT ARE AVAILABLE ONLY THROUGH THE COMPANY FOR WHICH WE ARE GOING TO TRAIN. THIS WORKS VERY WELL FOR THEN THE COMPANY KNOWS THAT THE POTENTIAL EMPLOYEE IS LEARNING ON THEIR PIECE OF EQUIPMENT. AS I MENTIONED EARLIER, THE EQUIPMENT MIGHT BE IN THE STATE WAREHOUSE AND WOULD ONLY HAVE TO BE MOVED TO THE SITE. AN INDIVIDUAL TEC CENTER MAY HAVE THE PARTICULAR PIECE OF EQUIPMENT NECESSARY AND WE DO HAVE THE FLEXIBILITY TO TRANSFER ANY PIECE OF EQUIPMENT ANYWHERE IN THE STATE. YOU SEE,ALL THE EQUIPMENT IN THE TEC CENTERS IS STATE OWNED AND THEREFORE, IT IS SIMPLY A MATTER OF COORDINATION IN MOVING A PIECE OF EQUIPMENT FROM ONE LOCATION TO ANOTHER.

ANOTHER AREA FOR THE SUPPLYING OF EQUIPMENT OVER THE YEARS HAS BEEN SURPLUS PROPERTY AND NIER EQUIPMENT. AS ALL OF YOU KNOW, IF YOU HAVE PARTICIPATED IN THESE PROGRAMS, THIS HAS BEEN PRETTY IMPORTANT IN ACQUIRING EQUIPMENT. IT GETS RATHER EXPENSIVE TO CONTINUALLY BUY NEW EQUIPMENT AND KEEP IT UP-GRADED.

WHEN ALL ELSE FAILS IN SECURING EQUIPMENT, WE MUST RESORT TO THE OUTRIGHT PURCHASE OF A PIECE OF EQUIPMENT COMMERCIALLY. THIS HAS BEEN DONE A NUMBER OF TIMES AND CERTAINLY TO THE BENEFIT OF THE PROGRAM. IN ORDER TO MAINTAIN EQUIPMENT, WE DO OPERATE A REPAIR AND REBUILD FACILITY IN COLUMBIA FOR THE PURPOSE OF REPAIRING EQUIPMENT ALL OVER THE STATE. WE HAVE FOUND THIS TO BE MORE ECONOMICAL THAN HAVING IT SENT BACK TO THE FACTORY OR CONTRACTING LOCALLY FOR IT TO BE DONE.

WHERE AND HOW DO WE RECRUIT TRAINEES FOR A NEW PROGRAM? AGAIN, WE WILL CONCENTRATE IN THE GENERAL AREA OF THE PLANT LOCATION. WE WORK VERY CLOSELY WITH THE STATE AND LOCAL EMPLOYMENT SECURITY OFFICES. THIS IS VERY IMPORTANT THAT YOU COORDINATE ALL EFFORTS OF RECRUITMENT WITH THEM. WE INDICATE TO THE ESC OFFICE THE

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KIND OF JOB, SALARY LEVEL, BENEFITS, ETC. AND THEY DO A LOT OF RECRUITING THROUGH THEIR EFFORTS AND ABILITIES. THEY ARE FAMILIAR WITH THE JOB MARKET AND AVAILABLE PEOPLE SO THEY DEFINITELY HAVE TO BE INVOLVED IN THE RECRUITMENT WITH US.

WE ALSO ANNOUNCE THE TRAINING PROGRAM THROUGH LOCAL NEWSPAPER ADS, RADIO AND TELEVISION COMMERCIALS. SOME OF THIS IS PAID FOR AND SOME IS PUBLIC SERVICE. HOWEVER, WE ALWAYS INCLUDE THE NAME OF THE COMPANY BEING TRAINED FOR AND REALLY GIVE THEM THE TOP BILLING. AFTER ALL THEY WILL BE THE ONES THE TRAINEES WILL BE WORKING FOR ONCE THEY ARE EMPLOYED.

POSTERS AND HANDBILLS ARE USED SOME, DEPENDING ON LOCATION AGAIN. WE DESIGN SOME POSTERS AND PUT THEM UP IN GROCERY STORES, SERVICE STATIONS, CHURCH BULLETIN BOARDS, ETC. ANYWHERE THAT PEOPLE MIGHT SEE THEM. ONE OF THE BEST MEANS FOR DISTRIBUTING HANDBILLS IS THROUGH ELEMENTARY SCHOOL CHILDREN. THAT IS IF YOU CAN GET PERMISSION THROUGH THE SCHOOL ADMINISTRATION. I KNOW ABOUT THIS BECAUSE I HAVE TWO DAUGHTERS IN ELEMENTARY SCHOOL AND ANYTIME THEY BRING ANYTHING HOME LIKE THIS I MUST READ IT TWICE. EXCELLENT WAY TO GET THE WORD OUT CONCERNING A NEW TRAINING PROGRAM.

WITH GOOD RELATIONS WITH NEWSPAPERS THROUGHOUT THE STATE, A GOOD MANY FEATURE ARTICLES CAN BE HAD. IT IS IMPORTANT TO HAVE A PUBLIC RELATIONS PERSON THAT KNOWS ALL THE IN-ROADS OF HOW TO GET ARTICLES PUBLISHED.

PERSONS THAT APPLY FOR THE TRAINING PROGRAM MUST BE SCREENED AND TESTED FAIRLY CAREFULLY IN ORDER THAT THEY MIGHT BE ASSURED A REASONABLE CHANCE OF SUCCESS. THIS INITIAL SCREENING AND TESTING IS DONE THROUGH THE COOPERATION OF THE LOCAL ESC OFFICE AND THEN THEY ARE SCREENED FURTHER WHEN THEY ARE ACTUALLY ENROLLING FOR TRAINING. THIS IS A PRETTY CRITICAL AREA BUT IN ORDER FOR THE TOTAL PROGRAM TO BE WORTHWHILE, THIS HAS TO BE DONE. REMEMBER, THE TRAINEE IS NOT GUARANTEED A JOB BY THE COMPANY AFTER HE HAS COMPLETED THE PERIOD OF TRAINING. SOME, FOR SOME REASON,

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WILL NOT ACCEPT A JOB EVER IF IT HAS BEEN OFFERED TO HIM. SOMETIMES I DO NOT UNDERSTAND THIS BECAUSE THE TRAINEE USUALLY KNOWS THE ENTIRE SITUATION BEFORE AND DURING THE TRAINING PERIOD. THERE HAVE BEEN OCCASIONS WHEN WE HAVE NOT EVEN RECOMMENDED A PERSON FOR A JOB AFTER HE HAS COMPLETED THE TRAINING PROGRAM. THIS IS A RARITY BECAUSE USUALLY IF HE IS BAD MATERIAL, IT WILL BE RECOGNIZED BEFORE THE TRAINING PERIOD IS OVER.

A MAIN KEY TO THE TRAINING PROGRAM IS THE INSTRUCTORS. A VERY IMPORTANT FACTOR AND WE GO TO GREAT LENGTHS IN TRYING TO SECURE THE RIGHT PERSON.

SOMETIMES THE COMPANY WILL LET US HAVE ONE OF THEIR EMPLOYEES WITH THE RIGHT EXPERTISE FOR THE INSTRUCTING POSITION. IF WE DO THIS, WE PAY THE PERSON'S SALARY WHILE HE IS TEACHING. WE HAVE HAD TO BRING A PERSON IN FROM THE PARENT COMPANY BECAUSE THIS WAS THE BEST MAN AVAILABLE TO DO THE JOB.

IF THE LOCAL TEC CENTER HAS A PERSON ON BOARD, WE UTILIZE THIS CAPABILITY OF SUPPLYING AN INSTRUCTOR. THIS HAS PROVEN VERY SUCCESSFUL BECAUSE OF THE GREAT TALENT THAT WE HAVE TEACHING WITHIN THE SYSTEM.

THERE MIGHT BE A PERSON ALREADY IN THE AREA THAT IS EMPLOYED THAT HAS THE ABILITY AND TIME TO TEACH. IF SO, WE EMPLOY HIM ON A PART-TIME BASIS FOR THE DURATION OF THE TRAINING PERIOD. SO YOU SEE WE WILL ACQUIRE THE INSTRUCTOR THAT IS BEST SUITED FOR THE INDIVIDUAL ASSIGNMENT REGARDLESS OF WHERE HE IS LOCATED. THIS IS PROBABLY ONE OF THE TOUGHEST TASKS FOR THE INDUSTRIAL ENGINEER BECAUSE OF ITS IMPORTANCE. REMEMBER, YOU CAN LOSE THE CONFIDENCE OF THE INDUSTRY IN A HURRY IF YOU HAVE A LEMON FOR AN INSTRUCTOR.

A POTENTIAL INSTRUCTOR MUST GO THROUGH AN ORIENTATION PROGRAM WITH THE ENGINEER TO BE SURE OF ALL THE REQUIREMENTS OF THE EMPLOYMENT. TEACHING TECHNIQUES, TESTING AND THE ENTIRE PROCESS ARE DISCUSSED IN DETAIL BEFORE A PERSON IS ALLOWED TO

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THEN THE INSTRUCTOR SIGNS A CONTRACT WITH THE STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION STIPULATING NUMBER OF HOURS, DAYS OF WEEK, COURSE, SALARY, ETC. THIS IS PRETTY IMPORTANT FOR THE BENEFIT OF BOTH PARTIES. HOWEVER, SOMETIMES EVEN WITH A CONTRACT THINGS MIGHT NOT WORK OUT RIGHT SO YOU HAD BETTER BE FLEXIBLE ENOUGH IN THE EVENT THAT SOMETHING GOES WRONG. THE ENGINEER IS ALWAYS THERE FOR THE FIRST CLASS MEETING AND THEN VISITS FROM TIME TO TIME THROUGHOUT THE COURSE.

I MENTIONED EARLIER SOME OF THE ITEMS NECESSARY IN A TEMPORARY FACILITY. YOU MUST HAVE THE CAPABILITIES ON YOUR STAFF TO POSITION EQUIPMENT, INSTALL LIGHTS, INSTALL AN AIR COMPRESSOR, INSTALL AIR CONDITIONING OR HEATING, RUN BUS DUCTS, HOOK UP UTILITIES, HAVE A TELEPHONE INSTALLED AND BE ABLE TO PARTITION FOR CLASSROOMS. THIS RELATES BACK TO THE WAREHOUSE CREW AND SOME OF THE THINGS THAT ARE EXPECTED OF THEM. I GUESS WE HAVE SEVERAL MILLION DOLLARS WORTH OF EQUIPMENT THAT ARE READY FOR MOVEMENT AT ANY TIME. I HAVE SEEN THIS CREW SET UP A TRAINING SITE IN THE MATTER OF TWO DAYS. IF YOU DON'T HAVE THESE CAPABILITIES YOU MIGHT BETTER SEE THAT YOU GET THEM.

SEVERAL STEPS THAT ARE NECESSARY IN THE START UP OF A TRAINING PROGRAM IN SOUTH CAROLINA WHICH MAY OR MAY NOT BE TRUE IN YOUR STATE. THE COUNTY DELEGATION HAS TO MAKE APPLICATION WITH US FOR THIS FORMAL TRAINING IN THEIR COUNTY. OF COURSE, WE HAVE BEEN WORKING WITH THEM SINCE THE INCEPTION OF THE IDEA OF A NEW INDUSTRY MOVING INTO THE AREA OR AN EXISTING INDUSTRY EXPANDING. THE TEC BOARD MEMBER IN THE CONGRESSIONAL DISTRICT MUST BE NOTIFIED OF THE PLAN AND WHEN START-UP WILL TAKE PLACE. HE ALREADY KNOWS ABOUT THE PROPOSAL BECAUSE THE PROGRAM HAD BEEN PRESENTED TO THE TOTAL STATE BOARD AS IT MEETS ON A REGULAR MONTHLY BASIS.

THE LOCAL COUNTY DELEGATION WOULD BE ASKED TO FURNISH THE TEMPORARY FACILITY IF ONE OF THAT TYPE WAS ABSOLUTELY NEEDED.

THEN THE ACTUAL START OF THE TRAINING PROGRAM IS IMPLEMENTED. ON THE FIRST

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MAKE THE TRAINEES SIGN AN AFFIDAVIT THAT HE UNDERSTANDS THAT THIS TRAINING IN NO WAY GUARANTEES HIM A JOB WHEN HE COMPLETES IT. HE ALSO INDICATES HIS WILLINGNESS TO DO THE BEST THAT HE POSSIBLY CAN DURING THE ENTIRE TRAINING PROGRAM. THE COMPANY WILL HAVE REPRESENTATIVES AT THE FIRST CLASS MEETING TO ORIENT THE TRAINEES AS TO COMPANY POLICY, WORKING CONDITIONS AND THE DESIRE OF THE TRAINEE TO COMPLETE THE PROGRAM AND BECOME EMPLOYED BY THE COMPANY. THIS FIRST NIGHT CAN BE MIGHTY IMPORTANT BECAUSE THIS COULD WELL BE THE IMPRESSION THAT HE GETS OF THE COMPANY.

THE TRAINING THEN TAKES PLACE AND AGAIN THE LENGTH OF TIME IS DETERMINED BY THE JOB SKILLS NECESSARY. THIS HAS BEEN PREDETERMINED BY THE INDUSTRIAL ENGINEER AND REPRESENTATIVES OF THE COMPANY. SOMETIMES IT IS NECESSARY TO RECRUIT MORE TRAINEES THAN THERE ARE JOBS AVAILABLE BECAUSE OF ATTRITION. OUR EXPERIENCE HAS LED US TO UNDERSTAND THAT ALL THAT START THE PROGRAM WILL NOT FINISH. IT IS EVEN NECESSARY ON OCCASIONS TO RE-RECRUIT BECAUSE OF HIGH ATTRITION AND EVEN START A SECOND GROUP. WHAT I AM SAYING HERE IS PLEASE HAVE THE FLEXIBILITY TO ADJUST TO ANY SITUATION THAT MIGHT OCCUR.

MOST OF THIS TRAINING TAKES PLACE AT NIGHT BECAUSE SOME OF THE TRAINEES MIGHT ALREADY BE WORKING AND TRYING TO UP-GRADE THEMSELVES INTO A BETTER JOB BY TAKING THE TRAINING.

AFTER THE TRAINEE COMPLETES THE TRAINING PROGRAM, HE IS AWARDED A CERTIFICATE OF COMPLETION AT A GRADUATION EXERCISE FOR THAT PARTICULAR GROUP. THOSE THAT ARE RECOMMENDED BY TEC WILL THEN BE INTERVIEWED ON AN INDIVIDUAL BASIS FOR EMPLOYMENT WITH THE COMPANY. HOPEFULLY, ALL THAT COMPLETED THE PROGRAM CAN BE EMPLOYED.

THIS THEN FINISHES THAT PARTICULAR TRAINING PROGRAM AND THEN THE ENGINEER WILL WRAP UP THIS PROJECT WITH HIS REPORT. OF COURSE, HE WILL FOLLOW-UP IN THE FUTURE AHEAD AS TO HOW THE PEOPLE TURN OUT IN THEIR EMPLOYMENT. THIS IS VERY IMPORTANT BECAUSE IT ANSWERS A LOT OF QUESTIONS SOMETIMES FOR FUTURE PROGRAMS.

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[illegible] SCHOOLS HAS [illegible] TO SUPPLY THE INDUSTRY WITH [illegible] MANPOWER NEEDS, THEN IT IS USUALLY UP TO THE TEC CENTERS AND OTHER MEANS TO SUPPLY THEM WITH TURN-OVER MANPOWER. SPECIAL SCHOOLS WILL COME BACK INTO THE PICTURE IF THAT INDUSTRY EXPANDS OR PUTS ON A NEW PRODUCTION.

THIS ENTIRE PROCESS THAT I HAVE BEEN TALKING ABOUT IS COMPLETELY FUNDED BY THE STATE OF SOUTH CAROLINA. THE INDUSTRY NOR THE TRAINEE HAS TO INVEST ANY MONEY TOWARD THIS PROGRAM. THIS IS WHAT WE CALL "START UP IN THE BLACK" IN SOUTH CAROLINA WHICH ALLOWS INDUSTRY TO HAVE THE NECESSARY MANPOWER NEEDED WHEN IT GETS ITS PLANT READY FOR OPERATION. YOU MIGHT SAY THAT THIS IS QUITE EXPENSIVE TO OPERATE AND THE ANSWER IS YES IT IS. BUT LOOK AT THE NUMBER OF PEOPLE THAT YOU TAKE OFF THE WELFARE ROLLS AND BECOME TAX PAYING CITIZENS. LOOK AT THE INCOME THE INDUSTRY WILL IMMEDIATELY PUT INTO THE ECONOMY AND ALSO THE TAXES IT BEGINS TO PAY. YES, EXPENSIVE TO HAVE A PROGRAM OF THIS TYPE BUT IN SUCH A SHORT TIME, LESS THAN A YEAR, EVERY PENNY OF IT HAS BEEN PUT BACK INTO THE TILL AND MUCH MORE TO BE ADDED. LOOK AT THE JOBS IT CREATES AND THE HAPPINESS THAT A PERSON CAN HAVE BY BEING HIS OWN PROVIDER.

THIS CHART GIVES YOU SOME IDEA OF THE NUMBER OF TRAINEES THAT HAVE GONE THROUGH SPECIAL SCHOOLS TRAINING PROGRAM SINCE IT STARTED IN 1961. WE BEGAN THE FIRST YEAR WITH 475 AND OUR HIGHEST YEAR WAS 5704 WITH LAST YEAR BEING 5054.

THIS TIES IN QUITE CLOSELY WITH NEW AND EXPANDING PLANT INVESTMENT. IN 1961, [illegible] MILLION WAS SPENT AND IN OUR PEAK YEAR 706 MILLION WAS SPENT. ACCORDING TO THE FIGURES SUPPLIED BY THE STATE DEVELOPMENT BOARD, WHEN TEC BEGAN OPERATING, INVESTMENT [illegible] TO RISE EACH YEAR AS TEC BECAME LARGER. I AM NOT SAYING THAT WE WERE THE ONLY [illegible] THAT MADE THIS HAPPEN, BUT WE DO BELIEVE THAT WE HAD A GREAT DEAL TO DO WITH IT.

I THOUGHT THAT THIS CHART MIGHT BE OF INTEREST TO YOU IN THAT IT SHOWS FROM JANUARY TO JUNE 1973 A BREAKDOWN IN SEVERAL AREAS WITH RESPECT TO MINORITIES. THIS PROVES THE POINT THAT THE MINORITIES ARE NOT JUST GETTING THE MENIAL JOBS IN SOUTH CAROLINA BUT HAVE AN OPPORTUNITY AND THE TRAINING FOR JOBS IN ALL FIELDS.

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WE HAVE HAD ABOUT 40 STATES AND SEVERAL FOREIGN COUNTRIES TO COME AND VISIT OUR TOTAL TECHNICAL EDUCATION PROGRAM IN SOUTH CAROLINA, BUT AS THESE PEOPLE VISITED, MOST OF THE QUESTIONS WERE CENTERED AROUND THE AREA OF SPECIAL SCHOOLS. WHAT DID WE DO AND HOW DID WE DO IT?

I HAVE TRIED TO PRESENT TO YOU THE STORY OF SOUTH CAROLINA AND ITS INDUSTRIAL DIVISION OF THE STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION. I AM NOT SAYING THAT WHAT WE DO IS THE ONLY WAY TO DO IT, BUT FOR US IT WORKS AND THAT IS WHAT COUNTS. REMEMBER, THOUGH, YOU HAVE TO HAVE THE FLEXIBILITY TO ADJUST TO A SITUATION WHEN IT CHANGES AND I KNOW WE HAVE THAT. TO ME, THAT IS THE KEY TO A GOOD EDUCATIONAL SYSTEM AND WITH THAT I WOULD LIKE TO THANK EACH ONE OF YOU FOR GIVING ME THE OPPORTUNITY TO TELL YOU THE WAY WE ACCOMPLISH INDUSTRIAL TRAINING.

AS I MENTIONED AT THE OUTSET, THERE ARE A LOT OF THINGS GOING ON IN ATLANTA ON SATURDAY NIGHT SO PLEASE HAVE A GOOD EVENING AND I HOPE THAT YOU ENJOY THE REMAINDER OF THE CONVENTION.

THANK YOU.